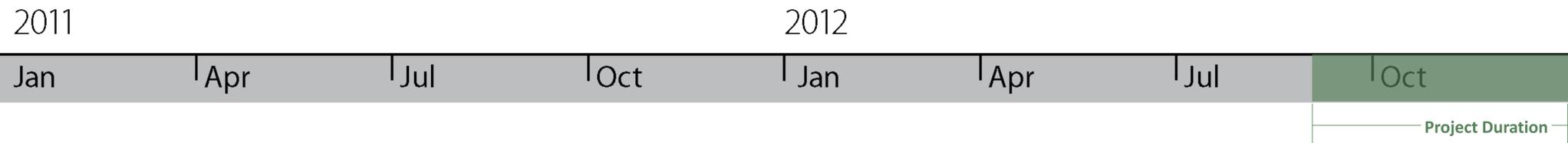




Project Results from Lean Efforts

Customer Service Center

Department of Licensing



Problem

Last year's average call wait time was 16 minutes, and the average monthly volume of calls receiving the busy message was nearly 52,000.

Causes

The Customer Service Center had performance measures that the managers and supervisors were aware of, but the front line was not aware of the goals or measures that were important to the management team. So everyone had their own ideas about what was important to the center, and they were all different.

Solutions

Once the Lean Team started gathering data and analyzing it, the team discovered that only about a quarter of the staff in the center were on the phones at a time. The team set the goal to increase the number of people on the phone by 80% and that would decrease hold time by 50%. The team was going to do this by:

- Setting performance and accountability standards with all levels throughout the center.
- Simplify reference tools so that the frontline can answer all Vehicle and Drivers questions.
- Cross train everyone so that we have one center, with one set of standards.

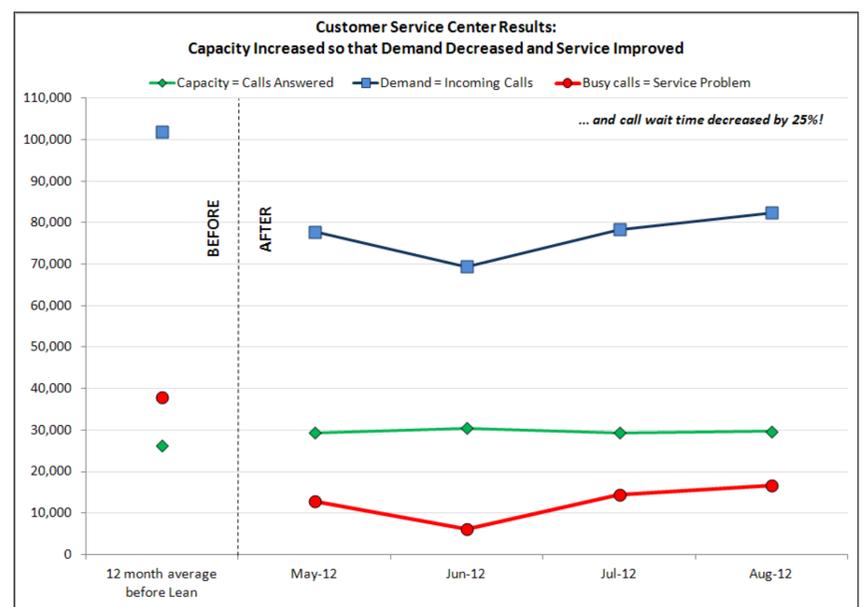
Results

- Call wait times decreased by 5 minutes (or 28%)
- Calls answered increased by about 3,400 per month (or 13%)
- Busy calls decreased by about 27,000 per month (or 71%)

Bottom line: A relatively small increase in calls answered caused a huge decrease in total calls. In fact, the results above show an eight to one return on investment; for every extra call answered, eight calls were prevented. Or put another way, many callers waiting too long or receiving the busy message call back again and again, inflating workload.

Next Steps

- Continue performance improvement plans based on suggestions from the CSC staff.
- Move workforce to meet shifting workload. For example, let cross-trained staff move from vehicle related calls to driver related calls when the driver section is understaffed or experiencing workload peaks.
- Provide recurring results analysis to the CSC to engage staff in learning about the effects of the changes they implement.



Lean Methods Used:
DMAIC, Process Mapping, Root Cause Analysis

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